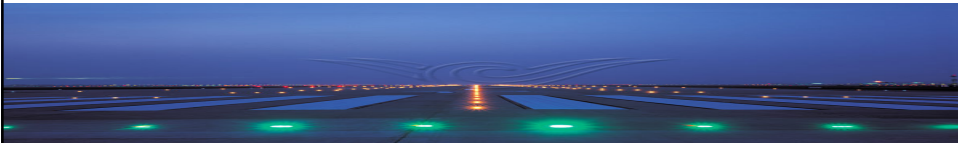


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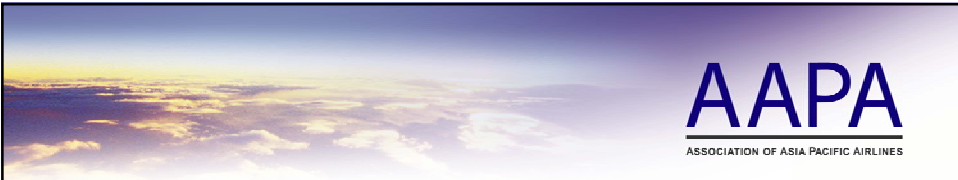
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Dealing with Emergencies



Andrew Herdman, Director General
Association of Asia Pacific Airlines

2nd AAPA Aviation Emergency Response Planning Conference
20 – 21 September 2006, Bangkok



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Dealing with emergencies

- Aviation industry
- Emergencies
- Crisis management
- Communications
- Working together

Aviation: what a great industry!

- Air travel delivers global mobility
- 2,200 million passengers
- Outstanding safety record
- Carries 35% of global trade by value
- Wider social and economic benefits
- Part of everyday modern life



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Source: ATAG



Travel moves people.



What is an emergency?

Anything with a major unexpected impact ...

... on business operations

or

... on market demand

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What is an emergency?

.... (1)

Accidents



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What is an emergency?

.... (2)

Industrial Action



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What is an emergency?

.... (3)

Infrastructure Failures



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What is an emergency?

.... (4)

Perceived threats to public safety & security

Travel chaos grips UK's airports

Stringent security measures remain in place at UK airports, causing severe delays for thousands, following the police anti-terrorism operation.

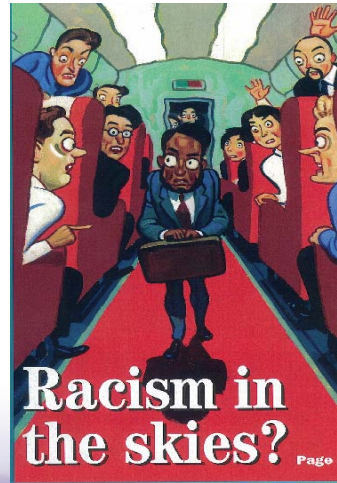
Armed police are patrolling terminals and travellers are undergoing searches.



Many planes have been grounded at Heathrow

Heathrow airport has been the worst affected, although the ban on short-haul flights into the airport was lifted on Thursday afternoon.

WATCH BAA advice



What is an emergency?

.... (5)

Threats to public health?

SARS



Avian Flu



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Don't underestimate the wider impact

- Immediate cost impact
 - may not be fully covered by insurance
- Uninsured risks
 - may include deductibles, lost revenues, elements of passenger compensation
- Damage to corporate reputation
 - potential long term impact

Should drive appropriate levels of investment in ERP and crisis management preparedness

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Responding to emergencies

Crisis management

- Recognise the impact and declare an emergency
- Be prepared for emotional responses, by both individuals and institutions
- Need for collaboration and co-ordination
- Importance of communications
 - role of the media

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Crisis Management

In the earlier stages of a crisis, it's important to focus separate attention, and management effort, on:

- Managing the event itself
- Managing the rest of the business
- Managing public and media scrutiny

If in doubt, ask yourself the question:

“What would the public expect us to do in this situation?”

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Crisis Management

- Phase 1**
 - **Respond**
 - Concern
 - Action
 - Perspective
- Phase 2**
 - **Resolve**
 - Manage the operational impact
 - Adjust business processes
- Phase 3**
 - **Recover**
 - Restoring public confidence
 - Rebuilding customer demand
 - Business promotion

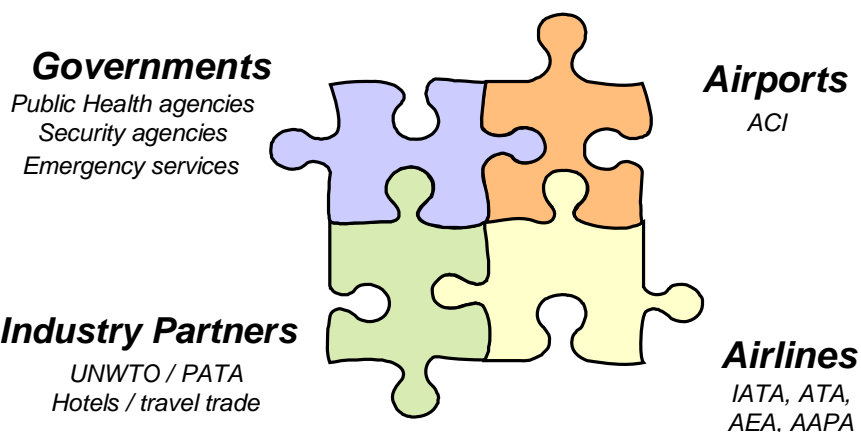
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Organising for ERP - AAPA survey results

- Small teams of 2-6 specialists
- Volunteer teams 200-1000
- Corporate Communications support
- Contracted services used by ~ 70%
- Detached from daily operations
- Organise annual exercises (x N)
- Board reporting at least annually
- Focus on upgrading systems, training

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Working together



**Strong relationships need to be built long
before any crisis hits**

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